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March 16, 2015

Mr. Thomas W. Smith  
Executive Director  
American Society of Civil Engineers  
1801 Alexander Bell Drive  
Reston, Virginia 20191

Subject: Raise the Bar Initiative

Dear Mr. Smith:

I am writing this letter to express my personal and CDM Smith's support of the Raise the Bar Initiative. I understand that there are varying views on this initiative throughout our profession and there are valid points associated with virtually all views (pro and con) which I am aware of. Thus, it is appropriate to highlight the reasoning behind our views on this important matter.

As we all know, professional engineers are challenged to execute extraordinary complex projects, involving an increasingly aware public, with often divergent views in an atmosphere that is exerting pressure on all professionals to do more with less. Projects must not only be cost effective, sustainable, and often innovative, but they also must be "accepted" by diverse stakeholders and executed extremely well. There is virtually no tolerance for error.

In managing their projects, engineers need to lead diverse teams, sometimes located throughout the world, using sophisticated technically challenging IT tools. Simultaneously, as trusted advisors, engineers are being called upon to help their clients address the myriad of sometimes conflicting challenges so that the right projects to suit their unique needs are developed.

To do all of this, licensed professional engineers must be excellent technically, as well as effective leaders and communicators.

It is very difficult to achieve all of these skills in school and virtually impossible to do so at the undergraduate level. While the Raise the Bar Initiative is not by itself sufficient to address this complex challenge, it is a step towards producing technically strong PEs with leadership and communication skills.





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Accordingly, the Raise the Bar Initiative is in the public's interest. It will also serve to enhance the prestige and recognition of the engineering profession.

Thus, the leadership of CDM Smith is in support of the Raise the Bar Initiative.

Thank you.

Sincerely,

A handwritten signature in black ink, appearing to read "S. Hickox", written over a horizontal line. The signature is stylized and includes a large loop on the left side.

Stephen Hickox  
Chairman and Chief Executive Officer  
CDM Smith Inc.

cc: W. Howard, CDM Smith  
E. Flicker, Pennoni Associates

